

ASSISTANT MANAGEMENT OFFICER - GS-0303.01-15

I. STATEMENT OF DUTIES AND RESPONSIBILITIES

a. Introduction

This position is one of four Assistant Management Officers in the Management Staff of the DD/A, and exercises responsibility for management activities in a major program area of the Agency. The four program areas are as follows: (1) Deputy Director (Administration); (2) Deputy Director (Plans); (3) Deputy Director (Intelligence); and (4) Office of Personnel, Office of Training, and Office of Communications.

b. Duties and Responsibilities

- (1) The incumbent is responsible for a comprehensive management program for headquarters and field components of the area, including, but not limited to, studies of functions, policies, and organization and the clarification of relationships (including headquarters-field relationships); surveys of manpower, work loads, staffing requirements, procedures, methods, and systems; the examination of programs and budgets as developed by operating officials for evidence of need for economy of operation or overlapping and duplication of functions; the development of work measurement, work simplification, records systems, and other special programs.
- (2) Develops programs and plans for the improvement of overall management in the area, and the relative emphasis to be given each program, taking into consideration changes and trends in substantive programs and policies of the agency; and establishes management projects, including the objective, priority, and timing.
- (3) Initiates broad administrative policies bearing not only on general administration but also on personnel, financial, and property administration, and acts as leader of task groups of representatives from other support components to consider such policies.
- (4) Furnishes policy guidance, counsel, and general direction to his staff members and reviews their performance for soundness of conclusions and adherence to policy.
- (5) Provides advice and assistance to top-level officials on general and specific management problems and the management implications of proposed substantive programs.
- (6) Keeps abreast of developments in the general management field and in other agencies of the government to develop methods of improving management in the area. Incumbent keeps abreast of developments by:

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- (a) Membership in management societies
 - (b) Attendance of conferences and conventions
 - (c) Personal contacts
 - (d) Reading and study
- (7) Continuously appraises the activities in the program area to identify areas of needed improvement, and to devise and recommend improvements.
 - (8) Provides a central, authoritative, point of information on authorities, functions, and responsibilities of components in the area and their relationships to other area components and outside agencies.
 - (9) Personally handles special management problems in the area of an especially sensitive or important nature; and as requested, those of an Agency-wide or interagency scope.
 - (10) Travels to field offices when necessary to conduct surveys or develop solutions to special problems. 25X1A
 - (11) Acts as liaison to groups from outside the Agency, investigating organization or management problems in the area.

II. SUPERVISION

- a. Supervision is received by the incumbent from the Chief, Management Staff, in the form of general objectives to be accomplished or in some cases suggested projects, and accomplishments are reviewed in light of overall policy and to determine whether programs are effective in accomplishing the needs of the Agency. Direction may also come from the DD/A or higher authority and from top-level operating officials in the form of assignments or objectives which must be translated into specific projects or activities. The incumbent initiates and carries out his work with the highest degree of independence and maximum freedom in performance, exerting leadership without reference to higher authority.
- b. Several organization and methods examiners are supervised on a continuous basis, and detailed personnel from other components of the agency for the length of their assignment to special projects. Due to the fact that the incumbent will be required to personally conduct special, Agency-wide or interagency projects, requiring extensive absences from his regular duties, one examiner in the program area is designated Associate Assistant Management Officer to assume the incumbent's duties in his absence.

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III. QUALIFICATION REQUIREMENTS

a. Knowledges

The incumbent must have in addition to specialized knowledge of O & M techniques, a broad knowledge of management principles and how to apply them to complex, operating situations; and a working knowledge of economics, accounting, budgeting, personnel administration, logistics, and training. A knowledge of governmental processes, both civilian and military, is essential, as well as intelligence methods and processes. Due to the fact that centralized intelligence and clandestine operations are relatively new, and because strict compartmentation is observed, substantive knowledge as to doctrine and processes is only partially documented and available. These facts require that the incumbent must acquire a large, personal knowledge of substantive operations for management programming, not ordinarily required in similar positions.

b. Skills

While operating skill is not essential, a working knowledge of the operation and capabilities of office type machines and systems is required in order to give general advice and assistance (as distinguished from the specialized assistance of the Business Machines Officer) as to their need, production, and utilization.

c. Abilities

Special abilities are necessary for writing clear, succinct reports to top officials and for lecturing in management courses. Extremely important is the ability to make high-level contacts and to maintain smooth and effective relationships. Outstanding ability is required in securing concurrences of top officials and resolving conflicts in concepts and opinions of operating personnel. Ability to visualize accurately the effect of new programs, activities, and legislation upon organization, functions, procedures, and methods is essential; also the ability to lead employees under his supervision or chairmanship on special committees.

d. Work experience and education

Experience at a high level, requiring planning and executing of management programs is essential. Both specialized O&M experience and broad, administrative experience, including supervision, are necessary. Twelve to fifteen years of progressively responsible experience in a field closely related to organization and methods examining in either government or private enterprise is necessary. Successful completion of study at an accredited college or university in Public Administration, Business Administration, Industrial Management, or similar field may be substituted for experience.

e. Physical requirements. No unusual ones attached to this position.

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f. Personal characteristics

Incumbent must have sound judgment, common sense, tact, resourcefulness, perseverance, and forcefulness, and be practical and cooperative.

g. Special qualifications. Not applicable.

IV. SCOPE AND EFFECT

Actions, decisions, and recommendations of the incumbent affect the structure of the agency's organization; the distribution of functions; the lines of authority; the policies, staffing, procedures, practices, equipment, methods, and forms employed; which in turn have an impact upon agency operations and overall policies. The scope of the incumbent's work encompasses all aspects of management as related to the organizational components, functions, and programs of his area; and on special assignments agency-wide or interagency. Proper performance of his duties and those of his subordinates means more effective utilization of manpower and economies in time and money, with resultant increase in the effectiveness of the mission of the agency in support of the cold war and planning and transition to hot war conditions. Mistakes or errors in judgment would result in delays in shifting program emphasis of the agency to meet changing world conditions, hampering operations, and unnecessary expenditures of funds.

V. MENTAL DEMANDS

- a. In view of the fluctuations in the substantive and support functions of the agency and the continuing expansion of new programs, a high degree of ingenuity, originality, and resourcefulness is demanded to cope with organization and methods problems. The lack of precedence, the clandestine nature of many of the activities, the compartmentation of substantive knowledge, the rigid security restrictions, the world-wide nature of operations, and the wide inter-departmental relationships, make mental demands on the incumbent far beyond those normally found in similar positions in other government agencies or private firms.
- b. Due to the multiplicity of management problems and the urgent need for their expeditious solution, the highest degree of mental concentration is required.
- c. Due to the lack of precedence in a new organization, the necessity in many cases for immediate decisions, and the occupation of superiors with top-level policy, requires the incumbent to exercise individual initiative in taking independent actions. The necessity for quick decisive action to meet rapidly changing conditions calls for adaptation of standardized techniques and the origination of new techniques to provide practical solutions to pressing problems with a minimum of compromise with management theory.

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- d. The incumbent is required to evaluate situations rapidly and accurately, develop logical conclusions, and take sound and practical action. Stringent deadlines, crash assignments, and difficult personalities generate tension and pressure under which the incumbent must constantly work.

VI. PERSONAL WORK CONTACTS

Contacts are made with top officials of the agency for the purpose of developing and stimulating the management improvement program, obtaining concurrences, reconciling differences of concepts and opinions, giving advice and assistance on general and specific management problems, and initiating studies and surveys, and assisting in implementing recommendations for improvements. Contacts are made with other government officials to obtain their experience on problems similar to the agency's or of joint interest.

Contacts are usually personal or by correspondence, and frequently are in the form of a conference of appropriate officials. Special problems arise in dealing with outside officials due to security restrictions and internally because the need-to-know principle is frequently difficult in its application. Compartmentation restricts many officials to a narrow knowledge of agency problems and makes more difficult discussions crossing organizational or functional lines. The incumbent is authorized to represent and speak for the Chief in his area.

VII. SPECIAL CONSIDERATIONS

Career service and rotation requires that the incumbent be familiar not only with his own and other Assistant Management Officers' area but also have a wide knowledge of all administrative functions at headquarters and field.

VIII. POSITION PROGRESSION

The line of progression upward is from senior O & M examiner to Assistant Management Officer, to Chief, Management Staff, and laterally to other program areas or administrative positions.

IX. DISTINGUISHING FEATURES

The distinguishing feature from other O & M examiners on the staff is the fact that the incumbent is the assistant of the Chief in a distinct program area of the agency, responsible for the management program and all management personnel assigned to the area.